Conference



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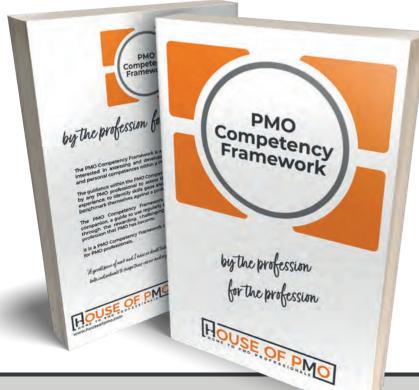
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Eileen J Roden Lindsay Scott Carol Hindley

#### Welcome to The PMO Conference 2020

Welcome to the sixth PMO Conference, a welcome that is long overdue and certainly one we have been looking forward to for the last eighteen months. We are doubly pleased as we open this conference under the banner of our, YOUR, new professional body for PMOs, – The House of PMO.

As we open the conference today, we are thrilled to see so many PMO practitioners back together again, in-person, ready to enjoy a day where we will talk; share and learn from our experiences; take a little time to reflect on the impacts and changes we've been through and look forward to the opportunities and challenges ahead.

We have asked each speaker to include some lessons from their own experience of the extraordinary period of time we have lived through, so can continue to reflect and learn as we

move forward. Today is also about how PMOs have adapted, what has changed, what has stayed the same - and what the focus is for 2022 and beyond. You will see that a number of sessions in the conference, run alongside each other. If you can't decide which one to attend, don't worry, we record and share all the sessions for you to watch later.

It's not just the speakers that make the conference the stimulating and motivating day it always proves to be. When you get a lot of PMO practitioners in a room together you can't help sharing your enthusiasm and passion for what you do, it's infectious. You may recognise a number of delegates from previous events; take time to reacquaint, but also say hello to some new people – they're all part ofthe growing PMO community the House of PMO is here to serve. And don't forget to go to speak to our sponsors – they have some great products that can enhance the capability of our PMOs to add even more value to our organisations.

The conference is designed to take your thinking to unexpected places; to spark new ideas; to challenge, to stimulate debate and contribute to the development and definition of the PMO profession - very much a work in progress; with all the opportunities and challenges that brings.

We do hope at the end of the conference, you'll still have energy to join us at the after party to carry on the conversation.

Have a great day and I'm sure you'll enjoy it as much as we do each year. We couldn't do it without you and our brilliant sponsors.

Best Regards,

Lindsay Scott Eileen Roden

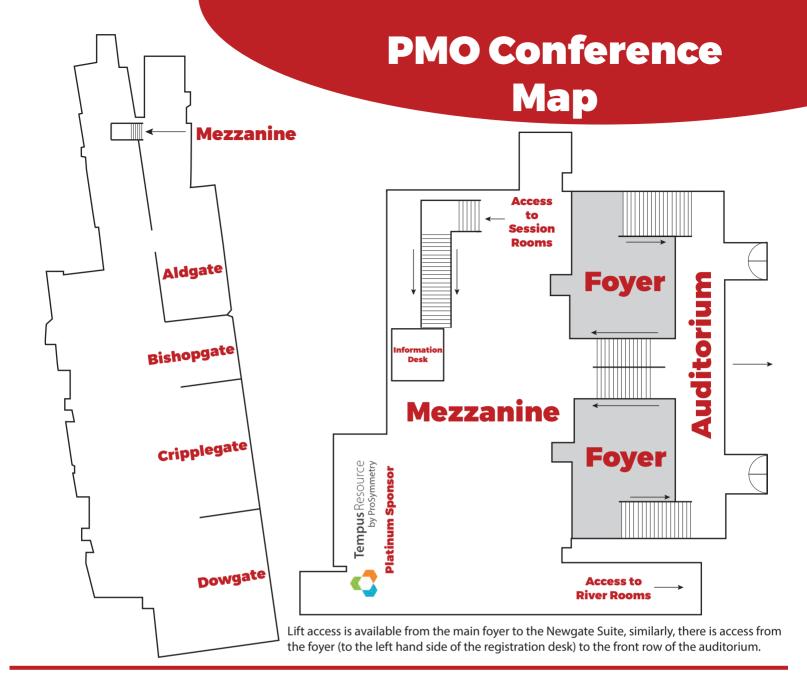


#### Download the conference app "PMO Conference 2021"

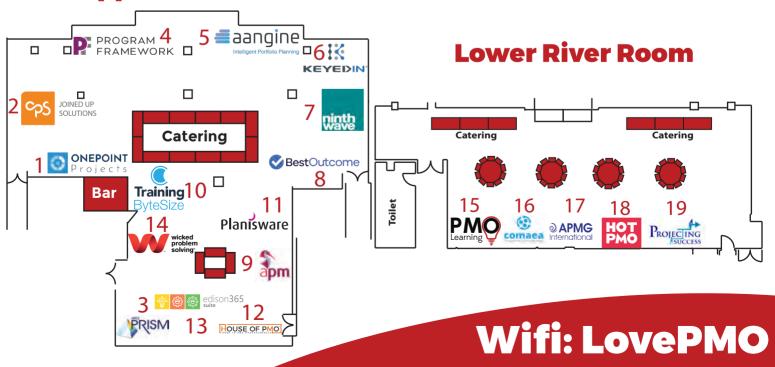
See the full agenda Choose your sessions Connect with your PMO peers

Read about the sponsors Join the activity stream Read about the speakers Set your schedule See #pmoconf on Twitter Share insights

Wifi: LovePMO Password: PMOConf



#### **Upper River Room**



**Password: PMOConf** 

### The PMO Conference 2021 // Programme at a Glance

08.00 - 09.00	Regist	River Rooms / Mezzanine			
09.00 - 10.00	Opening	Auditorium			
10.05 - 11.00	Auditorium	Cripplegate	Dowgate	Aldgate	Bishopgate
Session 1	A Perfect Pairing - PMO and Portfolio? Donna Wayman	The PMO's Guide to Stakeholder Engagification Elizabeth Harrin	Professionalising Project Assurance - The Role of the PMO <b>Roy Millard</b>	PPM: Understanding the Challenges, Delivering your Vision and Getting it Right Derek Strachan	Agile PMO Coffee  Matt Milsom
11.00 - 11.30	<b>Mornin</b>	River Rooms / Mezzanine			
11.30 - 12.30	Auditorium	Cripplegate Dowgate		Aldgate	Bishopgate
Session 2	Improving Parliament's PMO Capability Carol Hindley, Catherine Hallett and Gavin Woods		Why Governance is Important to the PMO? Ross Garland	Pushing Resource Management Up the Slope of Enlightenment <b>Greg Bailey</b>	Escape from Admin- Compliance Island Lain Burgos-Lovece
12.30 - 13.30	Lunch				River Rooms / Mezzanine
13.30 - 14.30	Step up - Powering up the PMO Service by Overcoming Hierarchical Barriers People Deliver Projects				Auditorium
14.35 - 15.20	Auditorium	Cripplegate	Dowgate	Aldgate	Bishopgate
Session 3	The Art of the Possible Revisited Kirsty Bennett and Suzy Wardle	An Award Winning PMO: One PMO Dawn and Chris	Applying Academic Findings to PMO Ways of Working Nicola Young	Power Up Your PMO with Microsoft Cloud Gero Renker	PMO Minutes - An Interactive Breakout Zoe O'Toole
15.20 - 15.50	<b>Aftern</b>	River Rooms / Mezzanine			
15.50 - 16.40	Auditorium	Cripplegate	Dowgate	Aldgate	Bishopgate
Session 4	Does your PMO offer Support or Services? Eileen Roden			Tricks for Portfolio Management	Handy Tips to Get You Through the Challenging Bits Sarah Roach
16.45 - 17.45	Conflicted - The Power of Productive Disagreements lan Leslie				Auditorium
17.45 - 17.50	Closing Words Lindsay Scott and Eileen Roden House of PMO			Auditorium	

#### The PMO Conference 2021 // Morning

08.00 - 09.00	Registration and Coffee			River Rooms / Mezzanine	
09.00 - 10.00	Opening Keynote Mark Angus, Sue Blackman and Liz Howarth  Perhaps one of the hardest working PMO teams of the last 18 months, we kick off the PMO Conference 2021 with an inspirational story. How did the PMO manage to come together to build the wings whilst the plane was flying to support the delivery of the first vaccination in December 2020 and the subsequent millions of vaccinations since.  What were the priorities; what were the challenges and the triumphs? What was the technical response of the PMO and how did they support the people and cultural side of such a high profile deployment. How did they fair personally and emotionally - keeping pace with the ups and downs - and what do they think about their part in such an historical event.  We hear from three of the central PMO team from the COVID-19 Vaccination Deployment Programme				Auditorium
10.05 - 11.00	Auditorium	Cripplegate	Dowgate	Aldgate	Bishopgate
Session 1	A Perfect Pairing - PMO and Portfolio? Donna Wayman  Cheese and port, Batman and Robin, sweet and salty, gin and tonic. Is the combination of PMO and Portfolio in one function a perfect pairing?  An overview of the PMO journey at Zurich, starting a month before Covid hit with a new team combining PMO and Portfolio functions, with a brand new expanded remit.  This session will cover services, practice and people outlining the journey they took to discover the best way to bring these pairings together.  The session includes the redesign of the PMO services to cover a broader remit of change, the launch of a new assurance framework and navigating building a team virtually in the middle of a pandemic and what has been learnt from that in the longer-term.	Stakeholder Engagification Elizabeth Harrin  We've moved away from stakeholder management as a concept, and now the practitioner's focus should be on stakeholder engagement.  This presentation will look at the differences between management and engagement in a project-led environment, and provide practical tips for 'doing' engagement and encouraging participation through game mechanics.  Gamification gets people to take action through the techniques and mechanics of games.  We'll look at the 5 principles of using engagement + gamification that can be used in your Project Office to support stakeholders' engagement with project work.  These principles encourage	be just an add-on to projects. It's not just a nice-to-have. It's becoming an essential component of project delivery. When things go wrong, people ask: "where was the assurance to stop that happening?" How will assurance providers meet this need? What will be the role of the PMO in that?  The aim of this talk is to consider what needs to happen to turn what has been a traditionally ad-hoc	PPM: Understanding the Challenges, Delivering your Vision and Getting it Right Derek Strachan  Project and Programme Management offices are a vital part of a delivery focused organisation. PMO's need to work with delivery methods and ensure the smooth running of the business for all stakeholders, but what is the key to successful project delivery?  Over time, key pieces of the process that are vital to the smooth running of your Project Management may often get left behind, forgotten or worse, they become the opposite of what was intended. This can lead to your processes hampering, rather than assisting, the smooth running of the delivery engine.  Join Derek Strachan as he explains the key challenges your project delivery will encounter, and how to implement your vision and get it right.	delivery approaches or even the PMO becoming more agile.  We take the Agile Coffee concept - the ability to gather together the questions that are most on our minds, take a group vote and then get talking. The group then decide when to move on to a new question.
11.00 - 11.30	Morning Coffee				River Rooms / Mezzanine
11.30 - 12.30	Auditorium	Cripplegate	Dowgate	Aldgate	Bishopgate
Session 2	Improving Parliament's PMO Capability Carol Hindley, Catherine Hallett and Gavin Woods Hear from the Houses of Parliament, the centre of government and politics in the UK about their experience of adopting the House of PMO - PMO Competency Framework. Imagine taking over a PMO where every member has a personal objective to get out of the PMO! That was exactly the situation encountered in 2016. Hear how the various PMOs in Parliament (we have severall) have shared the love for PMO; how they have built up happy, healthy, high performing teams and how they have rooted PMO as a fulfilling career at Parliament (and further affield). We hear from the PMO practitioners that lead the various PMOs within Parliament as they share their insights on the journey over the last five years. We'll hear about the highs and lows, the things that made a difference to how their PMOs perform and ultimately how they support one of the most iconic institutes in the UK.	Making Workshops Work (even when they are stressful) Penny Pullan  As PMO practitioners, we face the challenge of running really effective workshops in what are often very stressful situations. with demanding participants, bad news to share, challenging groups each with their own agenda, very senior leaders and more. On top of all of this, we need to collaborate creatively whether our workshop is virtual, in-person or hybrid.  You don't need me to tell you that this is stressful, but all too often stress makes us less effective at facilitation. This session will explore the effects of stress on workshop leaders and how to counteract it to make your workshops work.	Why Governance is Important to the PMO? Ross Garland We all know that effective governance is a key factor in project and programme success. But what exactly is it, what does it look like and why is it important to a PMO? This presentation provides a practical approach to governance in projects, programmes and portfolios (P3G). While theoretical approaches to governance are important, it can be difficult to transition from the theoretical and strategic to the point of 'this is what I need to do next'. We are all practitioners, so we need to know how to practice. This presentation proceeds from a practitioner's definition of governance. It explains the importance of P3G from a PMO perspective and discusses the principles that underpin effective governance. And it shows how you can use these principles to build a governance framework for a project, programme or portfolio. We discuss the benefits of getting governance right and, finally, your actions when you leave this room.	Pushing Resource Management Up the Slope of Enlightenment: A Change Centered Approach Greg Bailey  Gartner's Strategic Portfolio management 2021 hype cycle put resource management just at the cusp of entering the Slope of Enlightenment. Given that organizations have been actively doing resource management for decades, we have to ask what will it take to finally move up the curve? This presentation will explore how a new, more people-oriented resource management maturity model can be used to get organizational acceptance of resource management as a vital discipline for executing strategy. A must watch session for people still using excel or having difficulty with their current system of resource planning.	Escape from Admin-Compliance Island Lain Burgos-Lovece In this open space session, Lain facilitates the group in finding the answers that help you deliver value to your organisation and feel like a rock star PMO!  For many PMO managers, the focus on Admin services and compliance with methodology absorb a significant amount of time. It is isolating from those who are seeing as creating value, and is a drag on efforts to do something more valuable.  As a PMO, you can go from being seen as an overhead to being a trusted delivery partner within your organisation.  Areas to explore include how stakeholders see us, methodology pros and cons, and those superpowers many PMOs could do with.  The outcome will be an understanding of what it takes to be recognised as valuable by the organisation and how to start putting Admin/Compliance in its place so that real work can get done.  This is an opportunity to join an interactive, workshop-style session to explore key themes together and take away personal action plans.

#### The PMO Conference 2021 // Afternoon

13.30 - 14.30	Keynote People Deliver Projects  PMOs are often left in a value quandary. Needed by senior management to help better decision making, but left just to provide no more than reports and data. Needed by project managers for resource and support, but treated as just a lowly 'extra pair of hands'. As the PMO we are there to make a real difference, but how can we if our stakeholders don't give us that opportunity? And the big question for us to own do we bring that upon ourselves by the way we behave? And do we collude with the hierarchical behaviour of our more senior stakeholders?  At this workshop we will unpick this problem, looking at how different PMO conversations can build stronger engagement and more valued relationships. Ultimately, to step up to the next level, we need the business to want our PMO services.  At this session, we won't just talk about PMO relationships, you will watch them in action, in a scenario played out by professional actors, with audience interaction from where you sit. There will be debate, laughter, and serious learning. No one will be bored, we promise.				Auditorium
14.35 - 15.20	Auditorium Cripplegate Dowgate Aldgate		Bishopgate		
Session 3	The Art of the Possible Revisited Kirsty Bennett and Suzy Wardle Back in January we heard from Virgin Atlantic - a business heavily impacted by the COVID-19 pandemic - with 9 out of every 10 flights grounded during the first lockdown and a 50% reduction in the workforce the impact was devastating.  We're delighted to have Kirsty Bennett back again. Kirsty is the Vice President of Transformation at Virgin Atlantic and she will be joined by Suzy Wardle, Head of ePMO to update on the story of how an effective PMO can really make the difference when the business strategy changes from growth to survival and back to growth.  The session will cover:  - A brief recap on the art of the possible from last time - Lessons learned and improvements made one year on - How we capture and model demand - How we determine value - our value frameworks - How we capture and track benefits - Future plans for the next 3 years - All bought to life with a demo of how we surface our reporting data live to the enterprise.  Join us as we learn from Kirsty & Suzy's lessons and insights - an inspiration for any PMO wanting to make a real difference when it matters the most.	An Award Winning PMO: One PMO Dawn and Chris  The last 6 years Chris and Dawn have spent working together to implement a blended PMO service. Staff and industry working together to deliver an enterprise wide PMO service. Not just a service, but a seamless one; our slogan being One PMO! Once established along came Transformation of our PMO; how do we modernise and become even more efficient? Very challenging and tricky to get right. In fact, in some cases they didn't; but they did learn along the way. Then the added challenge of CV19 and distributed working, against the organisation and industry partner challenges. A rollercoaster ride!  Chris and Dawn's PMO won the PMO of the Year Award in 2019, it's only now, post-pandemic that we get to hear the story of their journey.	Applying Academic Findings to PMO Ways of Working: A Practitioner's View Nicola Young The session will convert the past eight years of research findings into practical steps for PMO professionals. Nicola will demonstrate, through the building of a conceptual model, how academic theory and practitioner experience can be brought together to develop an effective governance framework and approach.  By combining theory and practice, she will show how the PMO team can secure buy-in to governance through good stakeholder engagement and clear communications.  The session will also explore how critical supportive, capable leadership sitting outside of the project is in ensuring project success and provide some ideas for developing these relationships.  Throughout the presentation, Nicola will discuss the research approach, the techniques and methods used to gather data, the personal benefits gained from the ongoing challenge, including how she has applied and disseminated the findings in her day-to-day work. Nicola will also share how she balanced academic studies with a full-time project delivery role for those interested in pursuing further and higher education.	Power Up Your PMO with Microsoft Cloud Gero Renker Is your PMO still caught up with disconnected spreadsheets, inefficient manual processes, and Power Point reporting? Are you struggling to unlock budget to address your collaboration and reporting challenges with appropriate tools?  If your organisation has declared a Nicrosoft Cloud First' strategy, then you have a great opportunity to harness for PPM those Microsoft services that will drive the digital transformation of your entire organisation - rather than deploying non-strategic 3rd party PPM tools.  Why not benefit from world-beating collaboration, integration, automation, and business intelligence features that are at your fingertips - in the platform that your team logs into every day already.  This presentation will give you a whirtwind tour of services in Microsoft's Power Platform and explain how you can combine those with collaboration and work management tools such as Teams, Project and Planner to transform your PMO.  Do more with the platform you already own - make it the foundation of your data driven PMO!	PMO Minutes – An Interactive Breakout Zoe O'Toole  We are part way through the PMO Conference and if you're looking for something different – an energising breakout session where you can help drive the conversation – join us for PMO Minutes.  This is the chance to reflect on what you've heard and seen so far – perhaps you have an insight or question you'd like to share with your PMO peers?  In this completely interactive session, we get into the practical lessons and observations made in everyday PMO life. This is your opportunity to bring a question or insight to the group.  To give as many people a chance of being involved as possible, delegates have a maximum of 60 seconds to make their point, share their view or ask a question. Go seconds might not be much time for some people but for others will feel like an hour. This is a chance to take the plunge.  This is a fadilitated conversation-based session, giving people the opportunity to air their thoughts in a safe, smaller environment. After five minutes we're ready to move on to another topic.
15.20 - 15.50	<u>*</u> Aftern	oon Coffee			River Rooms / Mezzanine
15.20 - 15.50 15.50 - 16.40	Auditorium	Oon Coffee Cripplegate	Dowgate	Aldgate	
			Next Generation PMO  - Al and the PMO  Dr James Smith  According to Oxford business school only 1 in 200 projects are delivered on time, on budget and on benefits. This statistic has been relatively static for the last 20 years and data is the only way to move the dial.  Data is everywhere but we still don't know exactly how to utilise it correctly; storage, collection, cleaning, trust, validation, etc. are all issues that organisations are facing every day.  In this session James will demonstrate what large organisations are doing with data analytics, Al, process automation and apps in the fight to deliver the next generation PMO.		Mezzanine



# Tempus Resource by ProSymmetry



#### **What if Analysis**

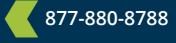
Need to make changes once execution is already underway? Use What-if analysis to replan the portfolio at your quarterly checkpoints or figure out when you can start a new mission critical project.



#### **Skills & Competency Management**

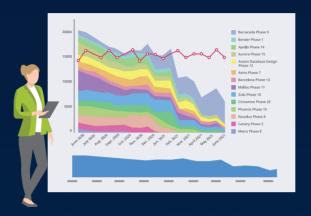
It's critical to ensure your workforce has the right skills both now and in the future. By visually representing which skills will be required for the work that needs to be done, both people and managers can plan in real time to address shortages with reskilling and upskilling











#### **Portfolio Planner**

When organizations start more projects than they can adequately staff—which almost all do—this imposes a 25 to 30% schedule penalty on the entire portfolio. Experience benefits, not penalties, when you use Portfolio Planner to optimally sequence the work.

Project	Resource	Total	Oct 21	Nov 21
Apollo Phase 14	Jeremy Nolan	382	40	72
Apollo Phase 14	Julian Dickens	379	39	65
Voyager Phase	Melissa Lane	402	89	33
yager Phase	Natalie Kerr	323	54	14
ollo Phase 14	Nathan Brown	331	20	52
ger Phase	Nicholas James	475	46	70
yager Phase	Phillip Russell	383	55	33
Voyager Phase	Pippa Robertson	397	79	37
Voyager Phase	Rachel Churchill	50	10	10
Apollo Phase 14	Roy Garcia	417	39	51

#### **Ease of Use**

"Ability to model proposed projects, easy use, responsive implementation team."

- Mimi W., Endurance International Group

The secret to executing strategy is that the strategy needs to be executable. Tempus Resource offers all the features you need to get the right people to the right work at the right time—including portfolio management, roadmapping, program management, resource management, and skills and competencies—all in one place.

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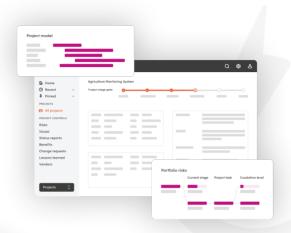
Microsoft Project

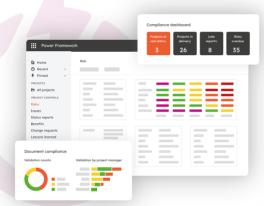


Teams

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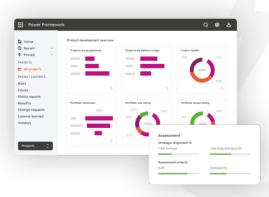


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Don't miss out, this offer ends 30 November 2021. apm.org.uk/join



#### The Ninth Wave / SmartCore Story

Jon Lewis, Director, Ninth Wave

Ninth Wave was founded in 1995 by a group of ex-KPMG consultants. We specialised in working with clients and helping them to deliver business change and large IT projects and programmes.

Like many project managers at that time we created our own spreadsheets and small databases to help manage tasks and reporting. Recreating these tools to meet each customer's specific needs proved a time consuming process. As we couldn't find a single technology solution that would do the job well we decided to build our own.

Our first product, Project Assistant Toolkit (PAT) was launched in 2001. It was one of the first web-based configurable PPM solutions. Over time our business was transformed from management consulting to the provision of project portfolio management software services.

Since 2001 both the company and product have grown and evolved significantly and SmartCore is now used for a wide range of applications, including programme, portfolio, project, bid, risk, estimation, resource, time, performance, change and document management.

Ninth Wave remains one of a very small number of UK-based, home-grown, PPM software providers. Our customers include Lloyds Banking Group, Phoenix Group, Tokio Marine Kiln and THALES.

In 2020 we were delighted to receive the Queen's Award for Enterprise: Innovation for SmartCore, the most prestigious award for business in the UK.

You can find out more about SmartCore and PPM tool implementation from Jon and his Ninth Wave colleagues at the PMO Conference 2021.









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#### Collaboration

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#### **Prioritisation**

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BestOutcome are a leading PMO/Change practice that work extensively in the public, private and charitable sectors, providing both PMO Software and Consultancy Services.

BestOutcome take an outcome driven approach to help track Projects, Programmes and Portfolios and provide advice and guidance on best practice. Their award-winning PPM tool PM3 provides one version of the truth supporting informed decision making at all levels.

PM3 is highly intuitive, user friendly and rapidly deployable. It helps improve performance, drive efficiencies, and reduce costs.

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#### Collaboration

#### **Challenge:**

A common challenge on megaprojects is how to effectively collaborate with the supply chain. Project owners need a way to gather meaningful, timely and accurate information from their contractors in a secure and protected manner. Organisations need to optimise data entry with a standard process for owners and contractors.

#### **Solution:**

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#### **Benefits:**

 Increased data quality by reducing human error and data manipulation

(S)

- More focus on analysing data and driving meaningful insight
- Improved traceability with approve/reject governance process more visible
- Increased speed of claims processing time improving cashflow

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# Visit us on Stand 6

As Vice President of Sales at KeyedIn Solutions, I am delighted that my team and I have the opportunity to exhibit at the 2021 PMO Conference. This is our fourth appearance at the show, so please make sure you come and see us to find out how we can help take your PMO to the next level with our simple, persona-based, strategy-led PPM solution for project, programme and portfolio leaders.

Whatever size your business, however many projects you are delivering, KeyedIn Projects can help you increase the chances of success, reduce and manage risk across the entire project portfolio and keep costs under close control.

It works across the entire project lifecycle, helping you to select and prioritise projects across the entire organisation based on your resource capability and financial constraints. This results in enhanced reporting, increased responsiveness and a richer understanding of the potential consequences of every change in project scope.

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(Jamie Taylor – VP of Sales, KeyedIn Projects)







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full portfolio of				
programs, projects,				
resources, and costs				
in a single integrated				
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